

EL SEGUNDO

Communications Plan



Communications Plan

A strategic communications program is a critical component of strengthening our relationship with residents, businesses and the community as a whole. The communications plan is a road map outlining where we would like to focus integrated communication efforts, including stakeholder relations, media relations, social media, advertising, internal communications, the City of El Segundo's website, El Segundo TV and communications support to the City Manager, Mayor and City Council. These efforts will be supported with a unified brand identity across all platforms to further reinforce the city's messaging to stakeholders.

The communications plan aims to be proactive in informing stakeholders of what the city is doing to meet their needs and to strengthen and expand resident and business engagement through multiple channels. Listening is equally important as communicating. What we say, where we say it and how we say it is critical to fostering ongoing trust and collaboration with the community at large. An effective communications program is a fiscally responsible and smart investment in the city's future.

*"A goal without a plan is just a wish."
-Antoine de Saint-Exupéry, writer and pioneering aviator*



Overview and Mission

Improving City Communications, Public Engagement and Image



A top strategic priority for the City of El Segundo is to improve communications with the public, throughout city departments and leadership.

The communications strategy aims to identify opportunities to share the city's messages and streamline the methods by which messaging is shared, to ensure transparency, and inclusion with all constituents.

The goal of the communications program is to improve communications between all key stakeholders in the city, and ensure that communications are consistent, proactive and collaborative. Clear and timely messaging through multiple channels will improve efficiency, trust, understanding and engagement among residents, visitors, employees, and businesses.

The city has identified a one-stop program needs to be created to support and oversee communications standards, news/media needs, branding, content creation, social media, and marketing-related areas of opportunity. The communications team will provide strategic marketing, public relations and creative services to departments and, in the process, deliver city information to the public.

As outlined in the city's strategic plan, the city has identified five primary areas to focus its efforts. The following communications plan aligns and supports the city's strategic goals which are:

- Enhance customer service and engagement
- Support community safety and preparedness
- Be a choice employer and workforce
- Support quality infrastructure and technology
- Champion economic development and fiscal stability

Communications Program Vision and Guiding Principles

Vision: To support the city through communications that foster effective, proactive and two-way communications with all key stakeholders; leading to improved trust, greater transparency, understanding and engagement with residents, employees and businesses.

Guiding Principles: The communications program will be timely, proactive, transparent, effective, knowledgeable and helpful.

*"Communication and communication strategy is not just part of the game - it is the game."
- Oscar Munoz, CEO of United Airlines*



Situation Analysis

Feedback from Departments

From January - March 2019, research was conducted to gather feedback from city department teams to determine how a citywide communication program would support and enhance their efforts.



Key Findings:

Departments would like standardized guidelines for internal and external facing communications.

Departments expressed interest for further social media training and welcomed guidelines and adherence to the city's social media policy.

Departments would like opportunities to tell their stories via earned media coverage and owned channels.

Some departments would like to increase the use of communication tools to facilitate outward facing communications for the city and their departments.

All interviewed stakeholders look forward to the new website to improve communications with residents and businesses.

The development of an intranet to enhance internal communications was a priority.

Departments embrace the ability to maintain their branding and the opportunity to integrate city's branding in social, newsletters and additional communications.

Audiences

Internal

City council
City employees
Committees, commissions and boards
Employee association leadership

External

Residents
Businesses and employees
Potential new businesses
Prospective residents
Visitors
Journalists/Influencers

Channels

External Communications/Owned

Websites
Social channels
Newsletters
Meetings
El Segundo TV
City signage (street banners, light poles, yard signs)

Internal Communications/Owned

Intranet (employees)
City Manager's Memo (monthly)
Employee newsletter
Department emails and bulletins
Staff memos
Events

Earned Channels/Public Relations

Local media
Local influencers
City-led community meetings
Events

Paid Channels/Advertising

Search
Social
Digital
Print

Communication Goals for the City

- Build awareness for the City of El Segundo
- Establish better citywide communications to a variety of target audiences
- Provide timely, proactive and accurate information to the public
- Improve access to local government
- Address policy issues and/or changes with ample lead time
- Foster a culture of transparency and partnership with the community

Communication Program Goals

- Build and promote a solid understanding of the city's responsibilities, services, programs, events; and the benefits the city provides to residents
- Foster trust with media outlets to ensure our partnership in providing accurate and truthful and timely information
- Utilize feedback and data garnered from our residents through various channels including public meetings, website communications, social media and NetPromoter to set future communications goals
- Find new and innovative ways to increase engagement across the city

Communication Program Strategy

- Maintain and enhance presence in the community by utilizing communication channels that reach multiple audiences
- Reinforce key messages and city branding through channels and communication opportunities to promote the city
- Integrate messaging across departments
- Work with city departments and city council to share their vision and initiatives

New & Ongoing Communication Initiatives

The communications plan utilizes a range of proactive outreach tactics to reach a variety of stakeholders. This is an evolving plan and it is open to additional insight and input from stakeholders and the community.

The following ten initiatives will be the focus of the communications program.

1. Building Stakeholder Relationships
2. Proactive, Timely, and Consistent Outreach to Our Community
3. New City Website Development
4. Emergency and Crisis Communications Planning
5. Establishing an Integrated Brand Image for the City
6. Strengthening Media Relations
7. Enhancing Social Media
8. Evolving El Segundo TV
9. Improving Internal City Communications
10. Supporting City Manager, Mayor and City Council Priorities

"The art of communication is the language of leadership." - James Humes



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Building Stakeholder Relationships

"The biggest sources of opportunity are collaboration and partnership. And today, with digital communication, there is more of that everywhere. We need to expose ourselves to that as a matter of doing business."

- Mark Parker, President and CEO of Nike, Inc.

The communications team will establish and implement a series of ongoing monthly or quarterly stakeholder meetings to foster communication and collaboration with a variety of the city's key stakeholders.

These include, but are not limited to, the following groups that cover a wide variety of industries, issues and representation.



Community/Residents: PTA, Churches, Kiwanis Club, Rotary Club, Schools, Ed! Foundation

Media: ESTV, ES Herald, LA Times, Daily Breeze, Easy Reader, Beach Reporter, LABJ, El Segundo Scene

Emergency: LAAFB, LAWA, Chevron, DWP, NRG, Hyperion, Top 10 Employers, Hotels, Schools

Mayor's CEO Roundtable: Top 20 employers, other interested CEO stakeholders

Aerospace Sector Startups/Entrepreneurs: LAAFB, Aerospace Corporation, Starburst Accelerator, Aerospace Employers

Top 20 Employers: Accenture, LLP, Aerospace Corp, AT&T, Beachbody, Big 5, Boeing, Cetera, Chevron, DaVita, Infinion, Internet Brands, Kinecta, Los Angeles Times, Mattel, Northrop Grumman Raytheon, Spectrum, Stamps.com, Karl Storz, TechStyle, Teledyne

Economic Development Groups: SBCCOG Economic Development Roundtable, LAEDC, South Bay Association Chambers of Commerce, GoBiz/Governor's Office of Business and Economic Development.

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Building Stakeholder Relationships (continued)

State & Elected Officials: Offices of: Senator Diane Feinstein, Senator Kamala Harris, Representative Ted Lieu, Senator Benjamin Allen, Assemblywoman Autumn Burke, Fourth District Supervisor Janice Hahn, and Governor Gavin Newsom; City Council Members of the South Bay Cities

Marketing Communications: LA Kings, LA Lakers, LA Times, The Point, Plaza El Segundo, Top Golf, Downtown Businesses, LA County Communications Representatives

Base Retention: LAAFB, LAEDC-SoCal Aerospace Council, South Bay Aerospace Alliance, Aerospace & Defense Forum, South Bay Association of Chambers of Commerce, El Segundo Chamber of Commerce Government Affairs Committee, Women in Defense Council

Committees, Commissions & Boards: Coordination between CCBs - CCB Chairs Roundtable

Business Attraction and Retention: Downtown Businesses, Restaurants, Hotels, eGaming, Retail, Digital Design, Building Owners/Managers, Smoky Hollow businesses, developers, brokers, top employers

LAWA Relations: City lobbyist, LAWA External Relations, LAWA Press Office, LAWA Community Relations

Education: Superintendents, principals and key education stakeholders

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Proactive, Timely & Consistent Outreach to Our Community

We strive to strengthen communications to residents and the business community by anticipating information needs before asked for, as well as, highlighting the city's successes to residents and businesses.

Initiatives include development of newsletters, bulletins and ongoing campaigns via a robust new email and SMS delivery system.

This will facilitate and support messaging of complex issues to constituents, leading to greater awareness around policy issues, as well, as greater awareness of events and activities happening in our city.

The new email delivery system allows for campaigns and provides easy-to-access analytics to gauge and measure interaction with the communications.

Examples include:

A refreshed and higher frequency digital city newsletter

Specific one-off email/SMS sends about important topics such as: key city council updates, street sweeping changes, city council meeting time change, trash FAQs, communications to businesses in Smoky Hollow regarding fiber optic improvements, etc.

Each department will be empowered with tools (website CMS and proactive email delivery system) to create/or work directly with the communications team to execute timely communications.

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New City Website Development

A complete redesign is underway. Goals include ensuring the site is user-friendly, content is easier to locate, information is current and up-to-date at all times, and the website is mobile friendly; all leading to an improved experience for constituents and visitors to the website.

Website features will include:

Easy to navigate services directory, events calendar, news highlight section and in-depth sub-websites for fire, police, recreation and parks and public works departments

A new web-based functionality for service requests (potholes, bulky item pick up, downed tree limb, etc) supporting streamlined internal workflow; and increased ease of reporting by the end user

In tandem, with the new website, a new email and SMS delivery system is in the process of implementation for increased proactive communications

A new and improved intranet for city employees will also be in development

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Emergency & Crisis Communications Planning

Emergency communications protocol, a critical component of the overall communications plan, establishes and provides tools for implementation of internal and external procedures to provide timely, accurate and consistent information for the public, city council and staff - before, during and after emergencies, or major community events, using FEMA and current best practices.

Key initiatives include:

Implementation and education of new and current staff on procedures for receiving city communications in emergency situations, including a citywide emergency communications policy; procedures and training requirements

Procedures for consistent messaging to be used on citywide phone lines, social media, city website and tools; including Everbridge/Nixle and Reverse 911

Integration of communications program and emergency management for seamless and collaborative communications in the event of an emergency

Identification of partners to receive direct information and updates from the city in the event of an emergency

Active participation in public information groups to better prepare and collaborate for emergency communication strategies and exercises

Promotion and reinforcement of public participation in CERT and other emergency preparedness activities

Leveraging future emergency-related department accreditation to support communications

Management and updating of emergency dedicated webpage for use when needed

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Establishing an Integrated Brand Image for the City

Establishing a clear, consistent, recognizable identity for the city, will continue to build brand awareness within and outside the city.

Key initiatives moving forward include:

Ensuring proper and consistent use of city marketing logo on an organization-wide basis (including but not limited to: social media, newsletters, publications, flyers, brochures, etc.)

Updating the city's graphic standards for clear usage moving forward; creating user-friendly and easy-to-access graphics and copy for city communication needs

Utilizing consistent brand messaging across all internal and external stakeholders

Action items include:

- Creation of city branding style guide
- Logo usage guidelines and compliance
- Developing an easy-to-access marketing assets database
- Recommendations for best practices for Powerpoint presentations at city council meetings
- Powerpoint templates for staff use for presentations
- Consistent and city-branded employee email signature/links to appropriate social channels
- Branded business cards
- Community pocket card to include website URLs, phone numbers, email contact info - to provide to all staff to give to community
- A review of city vehicle signage/branding; calendar out any needed updates
- Updated city-branded slates for El Segundo TV for all programming

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Strengthening Media Relations

Earned media coverage allows the city to tell our story to a wider audience and establishes third-party credibility. A proactive-approach builds rapport with local media and facilitates the city to speak with an integrated voice.

Initiatives include:

Develop communications guidelines and procedures to support media inquiries across all city departments to keep departments informed and engaged (media relations policy)

Establish monthly meetings with key reporters to share news and updates

Issue regular and timely press releases and photos for newsworthy events

Develop and maintain comprehensive media contact lists

Work with department directors and their teams to develop editorial calendars of pitch-worthy events and news to convey to the media

Use media relations tactics including media advisories, photo opportunities and press conferences/events, as appropriate

Engage with influencers on a case-by-case basis to help tell the many stories of El Segundo

Deploy media monitoring tool for real-time updates to key stakeholders

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Enhancing Social Media

Embrace and responsibly engage with appropriate and effective social media channels to communicate with a variety of audiences.

Action items include:

Leverage and streamline use of multiple social channels for citywide communications

Continue to evolve and improve social media use across departments

Support and train key department stakeholders in social media strategy, social media content and content deployment; and social media policy implementation

Keep a pulse on new channels and opportunities to further leverage the use of social media to reach various audiences

Create a secure central repository for all social login information for security and emergency use needs

Develop strategies to leverage outside social channels to engage including influential groups

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Evolving El Segundo TV

El Segundo TV has moved from Recreation & Parks Department to the City Manager's oversight.

El Segundo TV is a government access channel on Spectrum Channel 3 and Channel 22 and AT&T Uverse on Channel 99 (for El Segundo residents only). El Segundo TV provides interesting, informative and timely content to educate residents, build awareness for local businesses, promote city departments and their services, and foster community relations through storytelling.

Future key initiatives include:

Rebrand El Segundo TV to a name/identity that communicates all outreach mediums offered.

Evaluate current programming to determine its impact and effectiveness.

Continue successful programming including:

Live broadcast of city council meetings

Filming select commissions, committees and board (CCB) meetings (currently film Planning Commission, Recreation and Parks Commission, and the El Segundo USD School Board meetings)

Press conferences

Special Events

Original programming

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**Evolving
El Segundo TV
(continued)**

Implement new programming restructuring recommendations that include a focus on shorter news segments; content creation/working with departments to highlight key initiatives or policy changes to better communicate with internal and external audiences.

Examples include: highlighting CCB members, the CCB's work, and how the community can be involved; pre-promotion of events to increase awareness and attendance.

Additional initiatives include:

Establish protocol for submitting news/events to ESTV for consideration, i.e. media alert format with information (who, what, when, where, why)

Strengthen use of social media for cross promotion of content on all El Segundo TV channels

Utilize still photography and video expertise of El Segundo TV staff to refresh and expand content on the city's website

Create a grassroots campaign to remind El Segundo residents of the informative and entertaining content produced by El Segundo TV

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**Improving Internal
City Communications**

Staff should be informed and engaged through ongoing internal communications.

A regular and consistent newsletter will be developed to focus on issues and hot topics to update staff on the latest department news and key initiatives with the goal of increased interaction and collaboration.

For immediate internal communication needs, the new email and SMS delivery system will serve to disseminate news and messaging in a clear, consistent and branded manner.

The development and launch of a user-friendly intranet for employees will support increased access to information and internal communication.

The communications team will work with inter-departmental communications liaisons to align on internal messaging priorities.

In addition to consistent communications from leadership and the communications team, internal appreciation and development events lead by the human resources department will continue to contribute to employee engagement and growth.

Examples include:

- Manager's meeting
- Leadership training
- Staff activities and events
- Employees appreciation events

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Supporting City Manager, Mayor and Council Priorities

The communications team will support the City Manager, Mayor and City Council by providing updated key communication points to ensure effective and integrated messaging; and updating and informing City Manager, Mayor and City council on key issues.

Specific tactics include, but are not limited to:

Key messaging and communication points for media interviews, appearances and meetings

Speech writing for various events and appearances, as needed, and requested for official city related activities

Background and needed information for presentations

Updates to council about conducted media interviews and media coverage

Creation of videos and speeches/presentations for key city events

Updates on key city projects and programs

Assist council with city communication channel usage to share council's vision; reasoning behind council decisions

Facilitate meetings between council, city manager and department directors on key topics and issues

Provide message training related to key economic impacts related to the city

Council one-on-one meetings with department heads when new councilmembers are elected

Measures for Success



Several tools and metrics will be implemented and reviewed to gauge the city's success related to the communications program. These include, but are not limited to:

- Reaching key milestone dates and deliverables
- Website(s) engagement and metrics
- Increase in NetPromoter score
- Citizen feedback via online and in-person surveys
- Analysis of metrics in GovDelivery (email and SMS delivery system)
- Social media feedback, input, engagement metrics
- Media coverage
- Staff surveys
- Paid search and social metric results
- New sign-ups on Everbridge Nixle

"I think it's very important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing it better. I think that's the single best piece of advice: constantly think about how you could be doing things better and questioning yourself." - Elon Musk

Next Steps

- Create specific action plans for each of the ten initiatives
- Establish communications protocols with interdepartmental communication staff to keep everyone informed and aligned on outreach, messaging, branding and purpose
- Implement communications program staffing and budget requirements

"If you have an important point to make, don't try to be subtle or clever. Use a pile driver. Hit the point once. Then come back and hit it again. Then hit it a third time - a tremendous whack."

- Sir Winston Churchill



THANK YOU

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